Government of
Saskatchewan

# Annual Report
# 1999-2000

# Saskatchewan
# Northern
# Affairs

101-00895/

# Annual Report 1999-2000

# Saskatchewan Northern Affairs

For the fiscal year ending
March 31, 2000.

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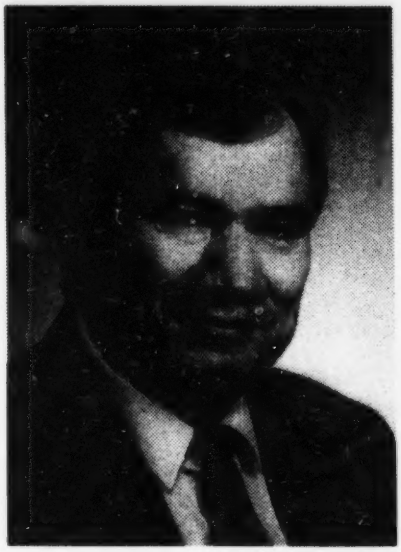
# Letters of Transmittal

The Honourable Lynda Haverstock
Lieutenant Governor
Province of Saskatchewan

Dear Madam:

I respectfully submit the Annual Report of the Office of Northern Affairs for the fiscal year ending March 31, 2000.

Keith Goulet
Minister of Northern Affairs



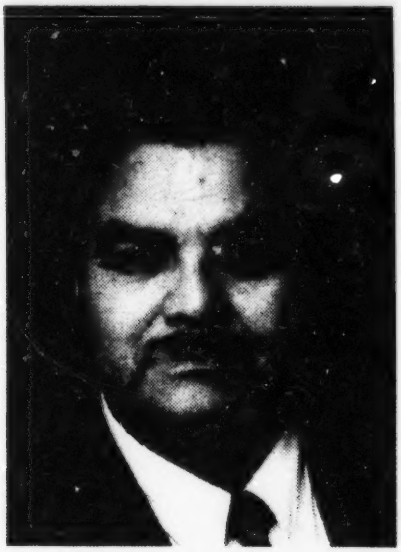
The Honourable Keith Goulet
Minister of Northern Affairs
Regina, Saskatchewan

Dear Sir:

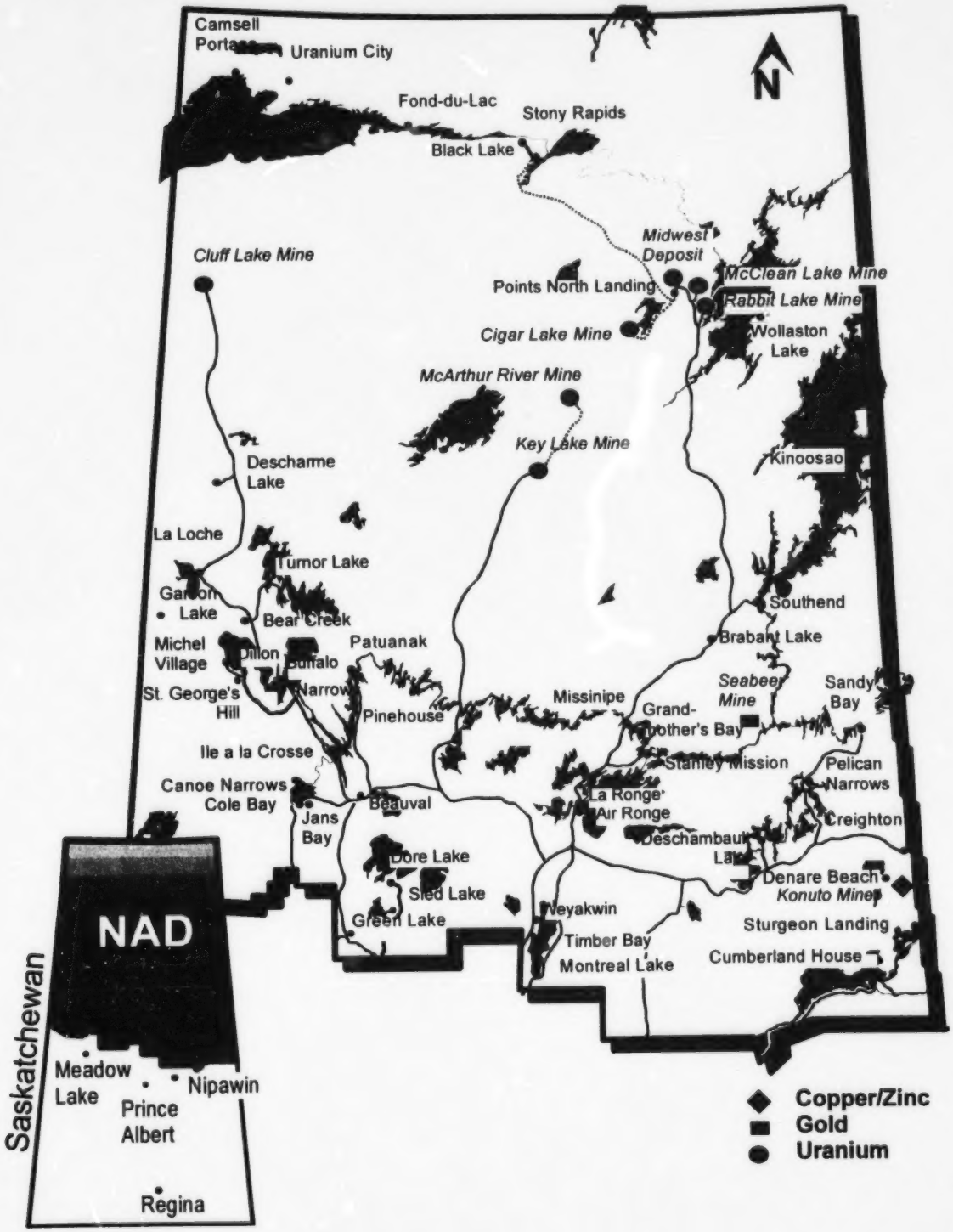
I have the honour of submitting the Annual Report of the Office of Northern Affairs for the fiscal year ending March 31, 2000.

Respectfully submitted,

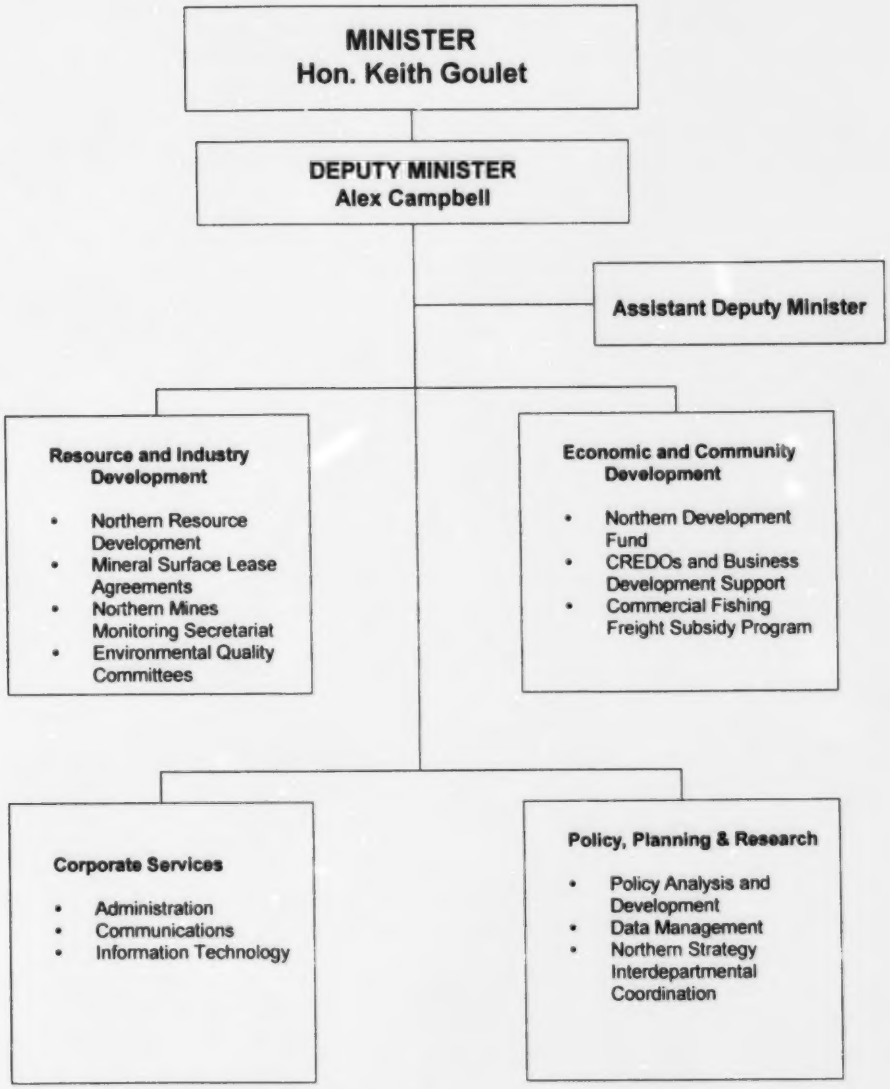
Alex Campbell
Deputy Minister



# Northern Administration District (NAD)



# Organization Chart



# Saskatchewan Northern Affairs Overview

The Office of Northern Affairs was established in 1996 under the legislative authority of *The Northern Affairs Act.*

**Programs and Responsibilities**

Northern Affairs' continuing program responsibilities include:

- Northern Development Fund economic development programs including grants, loans and business development services;
- Commercial Fishing Freight Subsidy and Price Support Program;
- negotiation and administration of Surface Lease Agreements for northern mines including socio-economic, land tenure, environmental, and occupational health and safety provisions as coordinated with various provincial departments and industry;
- operation of the Northern Mines Monitoring Secretariat, which coordinates provincial government activities pertaining to northern uranium mining and supports regional Environmental Quality Committees; and
- support for operation of the mineral sector Multi-Party Training Plan in cooperation with the Northern Labour Market Committee and Saskatchewan Post-Secondary Education and Skills Training.

In addition to its northern Saskatchewan program responsibilities, Northern Affairs' mandate, as directed by Cabinet, includes:

- policy development including development and implementation of a Northern Strategy;
- coordination of interdepartmental activities including brokering between departments, communities and industry to resolve issues and to better capture northern opportunities; and
- provincial government communications with northerners and northern communities.

Northern Affairs also provides a focal point for northern access to the provincial government. Northern residents, communities and organizations frequently contact Northern Affairs seeking assistance, information, or referrals on varied issues and interests.

**Organization and Structure**

Saskatchewan Northern Affairs, including the Deputy Minister's Office, is headquartered in La Ronge, with the Assistant Deputy Minister and three other staff located in a sub-office in Regina. The Minister's Office is also located in Regina. An economic development field manager is resident in Creighton.

During 1999-2000, an internal strategic planning process was undertaken with the full participation of all staff. Employees were involved in discussions about the priorities of Northern Affairs and the holistic approach to northern development being proposed for the Office. A draft strategic plan was prepared for 2000-2001 including a detailed operational plan and individual work plans for each division. The strategic plan will be further refined in 2000-2001as part of a government-wide strategic planning process being led by the Finance department and Executive Council as part of the government's Performance Management and Accountability Project.

As a result of Northern Affairs' strategic planning process, organizational changes were made to create four divisions within the Office of Northern Affairs. These include Economic and Community Development, Resource and Industry Development, Corporate Services and Policy, Planning and Research. The activities of these divisions are outlined within this annual report.

**The Northern Strategy – Implementation**

The Northern Strategy was developed in 1998 in partnership with northern First Nations, the Métis Nation, and northern municipalities. The Strategy includes five goals, 21 objectives and several enabling mechanisms agreed to by the parties. During 1999-2000, Northern Affairs continued to work with its northern partners, and federal and provincial government departments, to begin implementation of the Strategy.

The Strategy proposes a Canada-Saskatchewan Northern Development Agreement, a Northern Development Board, and completion of a Strategic Opportunities Assessment. Pending achievement of a federal-provincial agreement, the Minister of Northern Affairs appointed an Interim Northern Development Board (INDB) in late 1998. The Board was established to begin the Strategic Opportunities Assessment, to assist in developing the proposed agreement, and to define the role and operations of a continuing Board. (Members of the INDB, as of March 31, 2000, are listed in the next column.)

During 1999-2000, the INDB employed a Communications and Logistics Coordinator, developed a Policies and Procedures Manual, and established sub-committees to undertake activities between regular Board meetings.

Under direction of the INDB, Phase I of the Strategic Opportunities Assessment was completed during 1999. The resulting report provided a broad overview of potential areas in which the northern economy could be developed and diversified. It also documented related infrastructure and capacity-building requirements needed to support northern economic expansion. The report has been used as baseline information for proposing new initiatives and for identifying Phase II projects to further detail business development opportunities within particular economic sectors.

Late in 1999-2000, the INDB approved three specific Phase II projects – for which funding

**Members of the Interim Northern Development Board as of March 31, 2000:**

SASKATCHEWAN ASSOCIATION OF NORTHERN COMMUNITIES:
Mayor Max Morin, Ile a la Crosse – Board Co-chair
Mayor Joan McDonald, Stony Rapids
Mayor Wilfred Boychuk, Creighton (A)

PRINCE ALBERT GRAND COUNCIL
Vice Chief Ed Benoanie, Wollaston Lake – Board Co-chair
Edward de Jong, Prince Albert
Don Deranger, Stony Rapids (A)

MEADOW LAKE TRIBAL COUNCIL
Chief Elmer Campbell, Dillon
Vern Bachiu, Meadow Lake
Lawrence McIntyre, Meadow Lake (A)

MÉTIS NATION OF SASKATCHEWAN
Al Rivard, La Ronge
Philip Chartier, Buffalo Narrows
Don Favel, Ile a la Crosse
Dale McAuley, Cumberland House
Michelle Fraser-Crowshoe, La Ronge (A)
Ray Laliberte, Buffalo Narrows (A)

ATHABASCA ECONOMIC DEVELOPMENT AND TRAINING CORPORATION
Chief Edwin Bonelye, Black Lake
Chief Flora Natomagan, Wollaston Lake
Chief Napoleon Mercredi, Fond du Lac (A)

GOVERNMENT OF SASKATCHEWAN
Alex Campbell, Deputy Minister, Northern Affairs
Ernie Lawton, Assistant Deputy Minister, Intergovernmental and Aboriginal Affairs
Richard Turkheim, Assistant Deputy Minister, Northern Affairs (A)

GOVERNMENT OF CANADA
Roy Bird, Regional Director-General, Indian and Northern Affairs Canada
Randy Brothen, Indian and Northern Affairs Canada
Ray Gamracy, Indian and Northern Affairs Canada (A)

(A – Alternates)

had been committed under the Canada-Saskatchewan Western Economic Partnership Agreement. These projects include:

- documentation of Athabasca transportation, re-supply and warehousing opportunities (related to the transition from water transport via Lake Athabasca to land transport via the new Athabasca Road);
- development of implementation options for northern forestry business incubators (to increase the capacity and number of northern contractors in supporting future forestry developments in northern Saskatchewan); and
- preparation of a Strategic Investment Plan to itemize six to ten business development opportunities, which can most readily be implemented in support of viable northern economic development.

The objectives of the Strategic Opportunities Assessment were also supported by the completion of two sector studies commissioned by Saskatchewan Northern Affairs, in cooperation with the northern tourism and commercial fishing industries. The studies provided baseline data, options and recommendations for longer-term planning to expand both industries in northern Saskatchewan.

The Interim Northern Development Board continued Northern Strategy considerations of equity investment requirements to support northern economic development. The INDB believes increased equity investment, in partnership with northern companies and entrepreneurs, is a necessary catalyst to achieve further diversification of the northern Saskatchewan economy.

During the fiscal year under review, the INDB developed a proposal for a Northern Development Corporation to assist in identifying sustainable northern business development projects and to attract public and private equity investment for such projects. The INDB also recommended that provision of public equity funds, targeted to the North, should be a priority initiative under the proposed Canada-Saskatchewan Northern Development Agreement.

The INDB drafted wording for the Agreement (or Accord) that had been proposed as an enabling mechanism in support of the Northern Strategy. The draft will inform discussions between Canada and Saskatchewan about the potential for a formal Accord.

On behalf of the provincial government, Northern Affairs initiated discussions with the federal government to seek concurrence for a Northern Development Accord. Northern Affairs Minister Keith Goulet met with several federal Ministers to discuss the concept. The Deputy Minister led discussions with federal officials.

The Province believes an Accord would prove successful in more fully involving northerners in northern planning and priority-setting. An Accord is also considered a means to address socio-economic recommendations arising from the 1997 report of the Federal-Provincial Panel on Uranium Developments in Northern Saskatchewan and the federal government's 1997 response (*Gathering Strength)* to the report of the Royal Commission on Aboriginal Peoples.

During 1999-2000, Northern Affairs initiated inter-departmental consultations within the provincial government as to how the government could best coordinate its development of initiatives and setting of priorities in support of the Northern Strategy goals and objectives. An "Implementation Framework" was drafted for review by an interdepartmental meeting of Deputy Ministers early in the 2000-2001 fiscal year. In the meantime, various departments continued to address the Northern Strategy through their existing planning processes, usually in consultation with the Office of Northern Affairs.

**Centenary Fund**

The provincial budget for 2000-2001, presented to the Saskatchewan Legislature

in March 2000, created a four-year $120 million Centenary Fund to support provincial infrastructure improvements prior to the 100th anniversary of Saskatchewan becoming a province. In announcing the Centenary Fund, the Minister of Finance indicated that a minimum of $5 million per year would be applied to projects in northern Saskatchewan.

Northern Affairs will work closely with other departments in considering priorities for Centenary Fund projects for the Northern Administration District.

**Special Grants**

In addition to its Northern Development Fund grant programs (described in the Economic and Community Development Division section of this report), Northern Affairs facilitates individual initiatives in the interest of the development and well-being of northern Saskatchewan. Special grants approved for this purpose in 1999-2000 included:

- a contribution to North West Communities Wood Products Ltd. to assist with establishing a business office and identifying an industrial partner for a joint venture in a timber processing facility;
- a contribution in support of the Black Lake fire fighting team's successful participation in the 1999 National Native Fire Fighters Competition;
- support for the Treaty 8 Centennial gathering and celebrations in Fond du Lac;
- the completion of an archaeological investigation project in the Brabant Lake area; and
- support for the Northern Conservation Area Trappers Association annual convention.

# Economic and Community Development Division

The Economic and Community Development Division of the Office of Northern Affairs provides financial and business support services to northern entrepreneurs, businesses, cooperatives, community development corporations, and other organizations. These services include the identification and evaluation of business opportunities, business plan development, financing through the Northern Development Fund and other sources, organizational development, management counselling, business skills training, and other advisory services.

The Division provides strategic and developmental assistance to a number of economic sector associations and actively participates in various interdepartmental and interagency forums, representing economic and business development interests in northern Saskatchewan.

The Division also provides referrals to other government programs and services.

These financial, professional, and technical services are vital in developing the northern economy and assisting northerners to successfully respond to potential business opportunities. These opportunities are in resource sectors such as forestry and mining, new and emerging industries such as special forest products and eco-tourism, and the traditional pursuits of commercial fishing, trapping and wild rice.

## Northern Development Fund

The Northern Development Fund (NDF) was established in February 1995 to stimulate and support economic and business development in northern Saskatchewan, and encourage diversification and job creation.

The Northern Development Fund provides:

- commercial loans to northern businesses;
- primary production loans to trappers, commercial fishermen, and wild rice growers;
- grants for marketing, research, and development;
- grants for organizational development and business skills training;
- grants to encourage and support youth entrepreneurship; and
- financial support for Community-based Regional Economic Development Organizations (CREDOs).

During 1999-2000 the Northern Development Fund's financial activity exceeded $2.3 million in loans and grants for northern business development and for support of CREDOs.

**Loans**

In 1999-2000 the Northern Development Fund supported economic and business development in the North through a loan program (see figure 1), that included approval of:

- 15 commercial loans, totalling $787,475; and
- 74 primary production loans, totalling $308,435.

Four of the commercial loans were syndicated, with several lenders sharing the financing, security, and risk, allowing larger projects to be funded. In addition to its own loan funds, the NDF took a lead role in managing $362,300 of loan funds from several other funding agencies for these four projects.

Syndicated loans represent an important collaboration among agencies involved with northern economic development. Such loans are increasingly being applied to support larger economic development and diversification projects.

In 1999-2000 commercial loans assisted with the creation and maintenance of 30 jobs. In the primary production area, 161 jobs have been created and maintained in seasonal harvesting activities in commercial fishing, trapping, and wild rice.

Cumulative activity in the five-year period since the Fund was established in February 1995, includes:

- $7,784,625 in commercial loans;
- $1,307,437 in primary production loans;
- principal repayments of $5,385,810;
- interest payments of $803,164;
- 427 commercial sector jobs created;
- 62 primary production jobs created; and
- 98 commercial businesses created or assisted.

**Grants**

During 1999-2000 NDF supported marketing and research, and organizational and business skills development, through a grant program (see figure 2), that included approval of:

- 40 grants for marketing, research, product development, and pilot project worth $384,551; assisting northerners in tourism, eco-tourism, forestry, primary production, small manufacturing, heavy construction, and community/industry joint ventures;
- 25 grants for organizational and business skills development projects, totalling $116,437 supporting youth entrepreneurship training, tourism operator training, local economic development seminars, planning and development for volunteer boards.

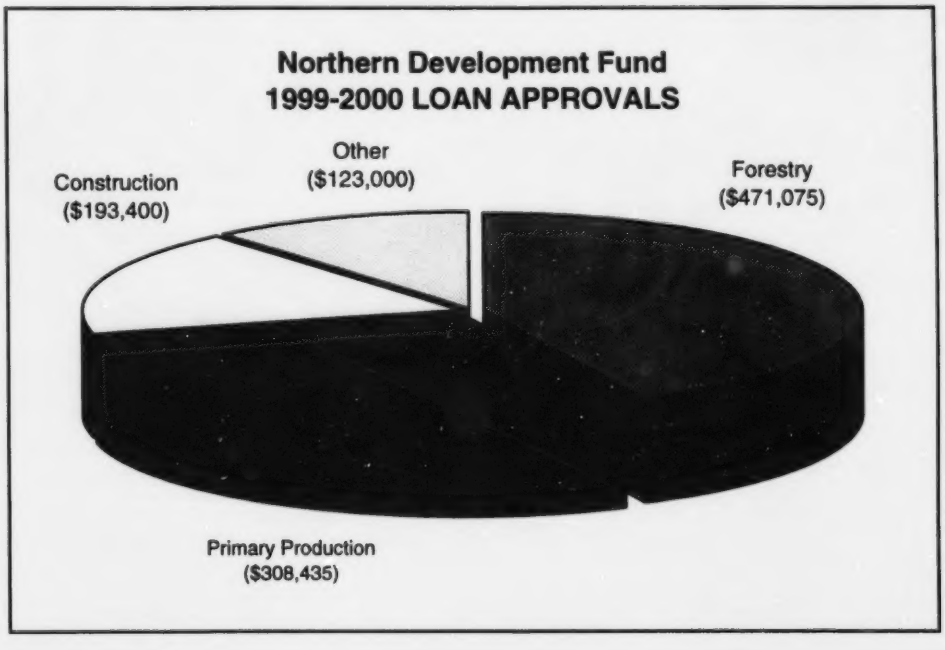



*Figure 1. 1999-2000 Northern Development Fund loans summary by industry sector.*

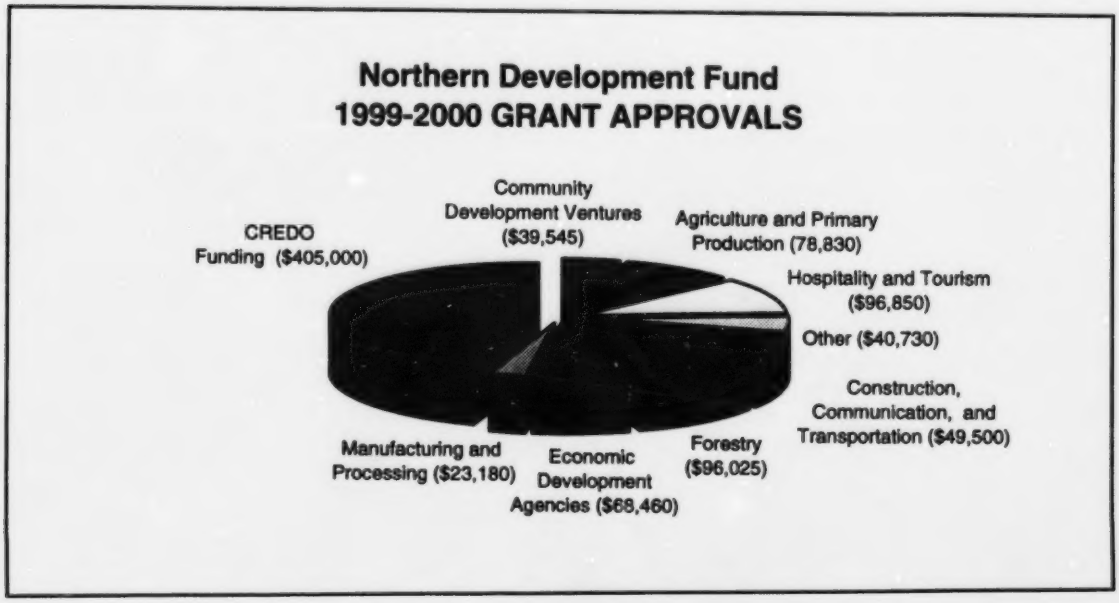



*Figure 2. 1999-2000 Northern Development Fund grants by sector.*

These grants go to a wide variety of northern projects, including such activities as:

- $10,000 to Kinoosao Fishermen's Cooperative for the winterization of their fish-packing plant, to enable winter fishing;
- $7,000 to Buffalo Narrows Development Corporation for the development and printing of a community profile to use for promotional purposes;
- $25,000 to the Athabasca Economic Development and Training Corporation to help form a road management corporation;
- $10,000 to Keewatin Career Development Corporation (KCDC) for the completion of a business plan and application to the 'Smart Communities Program' that resulted in approval of multi-year funding of up to $5 million for the Headwaters Project; and
- $25,000 to the Peter Ballantyne Cree Nation to assist with forestry planning related to their proposed industrial development in the northeast region.

**Community-based Regional Economic Development Organizations (CREDOs)**

During 1999-2000 NDF supported Community-based Regional Economic Development Organizations (CREDOs) with funding of $405,000, including:

- six grants of up to $60,000 each to assist the CREDOs;
- one grant of $30,000 for partial year funding to the newly formed Montreal Lake/Weyakwin/ Timber Bay CREDO.
- one grant of $15,000 for partial year funding for the Creighton/ Denare Beach CREDO.

The purpose of the CREDOs is to develop an improved capacity at the regional level for the delivery of grassroots community economic development services and initiatives.

CREDOs are legally incorporated as either non-profit corporations or non-profit cooperatives and are regulated by either *The Non-profit Corporations Act* or *The Cooperatives Act*.

Members of a CREDO may include municipal governments, First Nations, development corporations, Métis organizations, and community-based developmental groups resident within the CREDO target region.

The eight CREDOs supported by the NDF during 1999-2000 include:

- Dazi Regional Development Corporation (representing Buffalo Narrows, Dillon, Michel, St. George's Hill, and Turnor Lake);
- Three Rivers CREDO Board Inc. (Beauval, Canoe Narrows, Cole Bay, Green Lake, Ile-a-la-Crosse, Jans Bay, Patuanak, and Pinehouse);
- Clearwater Regional Development Corporation (La Loche, Bear Creek, Black Point, Garson Lake, and Descharme Lake);
- La Ronge/Air Ronge Community Development Corporation (La Ronge, Air Ronge, and area);
- Central Cree Economic Development Corporation (Montreal Lake/Weyakwin/Timber Bay)
- Creighton-Denare Beach Regional Development Corporation (Creighton and Denare Beach);
- Northeast Economic Development Association (NEDA) (Cumberland House, Deschambault Lake, Jan Lake, Pelican Narrows, and Sandy Bay): and
- Athabasca Regional Economic Development & Training Council (Wollaston, Stony Rapids, Black Lake, Fond du Lac, Uranium City, and Camsell Portage).

Additional funding and support were provided for several economic development activities initiated by the regions. These included:

- $5,000 for an economic development conference in the northwest by the Dazi, Three Rivers, and Clearwater CREDOs; and
- $3,000 to the La Ronge/Air Ronge CREDO for the development of a cooperative tourism marketing initiative with tourism operators.

**Northern Review Board**

The Northern Review Board (NRB) is composed of experienced business people, leaders, and professionals from various northern communities. Board members provide liaison with northern communities in guiding the activities of the NDF. Board members during the year included:

- Joe Daigneault of Beauval, Board Chairperson: program coordinator with Northlands College, member of the Saskatchewan Métis Economic Development Association and the Northwest Saskatchewan Municipalities Association;
- Louis Bear of Sandy Bay: Band councillor with the Peter Ballantyne Cree Nation, member of the Northeast Economic Development Advisory Council;
- Doug Gailey of La Loche: village administrator, store owner, manager of Methy Construction;
- Denise D'Amour of La Ronge: director of program management with Northlands College, member of several regional boards, co-chair of the Northern Apprenticeship Committee;
- Mary Denecheze of Wollaston Lake: assistant manager of Welcome Bay Skidoo and General Store, member of health and education boards; and
- Earl Cook of La Ronge: regional director of the Northern Branch of Post-Secondary Education and Skills Training.

During 1999-2000 the NRB:

- provided recommendations to the Minister on 9 commercial loan applications over the $25,000 threshold; and
- provided advice and feedback to Northern Affairs staff on NDF policy and other matters related to northern economic development.

A review of the role and operations of the board was completed during the fiscal year. Recommendations resulting from the review will be implemented in 2000-2001.

# Commercial Fishing

**Freight Subsidy and Price Support Program**

The Commercial Fishing Freight Subsidy and Price Support Program supports the commercial fishing industry in northern Saskatchewan through two components:

- a freight subsidy to help equalize transportation costs for fishers throughout the North; and
- a price support mechanism to compensate for reduced prices or increased operating costs.

The freight subsidy helps offset high transportation costs for fish shipped from more distant and remote areas to the Freshwater Fish Marketing Corporation processing plant in Transcona, Manitoba. (The Corporation is a federal Crown corporation.)

During 1999-2000, support provided to the northern commercial fishing industry by Northern Affairs included:

- payments under the fish freight subsidy and the price support program totalling $290,820;
- a core organizational funding grant of $30,000 for the Saskatchewan Commercial Fishermen's Co-operative Federation Ltd.;
- an annual payment of $15,000 to the Freshwater Fish Marketing Corporation for administering the fish freight subsidy and price support program.

During 1999-2000 the program helped support more than 500 licensed fishermen in northern Saskatchewan, each employing one to three helpers.

**Revitalization of the Commercial Fishing Industry**

During 1999-2000, Northern Affairs, in co-operation with Saskatchewan Environment and Resource Management (SERM) and the Saskatchewan Commercial Fishermen's Co-operative Federation Ltd. (SCFCFL), undertook a number of activities to begin revitalization of the province's commercial fishing industry.

Fishers had expressed concerns that low prices, high shipping costs, centralized fish processing, and inadequate marketing supports are limiting returns to the industry in Saskatchewan.

As a result, Northern Affairs sought proposals to undertake an analysis of the industry. In May 1999, Northern Affairs and SERM commissioned a study of the industry by two consulting firms: Trimension Group of Saskatoon and Spruce River Research of Spruce Home.

The study was commissioned to find ways to improve the industry's operational efficiency, to identify factors that limit its viability, and to provide information to assist in discussions between fishers, the provincial and federal governments, and the Freshwater Fish Marketing Corporation (FFMC).

The consultants' report, *Examination of the Commercial Fishing Industry in Saskatchewan,* was completed in November. It reviewed the history of commercial fishing in the province, current processing and marketing methods, and the roles of the FFMC and the fishermen's co-operatives.

The report recommended that in order to maximize the benefits to the fishers of Saskatchewan there is a need to build the capacity of the cooperatives, improve co-management of the fisheries, and increase the effectiveness of the fish processing and marketing operations.

The Resource and Industry Development Division of Northern Affairs undertook an analysis of the report, and prepared a preliminary response titled *Options to Revitalize Commercial Fishing in Saskatchewan: The Year 2000 and Beyond.*

In January 2000, Northern Affairs and the SCFCFL co-chaired the Saskatchewan Commercial Fishermen's Conference in La Ronge, where the study report and the response were reviewed in detail. Northern Affairs and SERM discussed with the delegates a number of proposals to remedy the problems identified in the study.

Short-term and long-term activities were discussed in the areas of communications, business planning and marketing, new technology, fish processing, infrastructure, training, and fish allocation.

Comments were then sought from other industry participants and the public on these proposals, and on other ideas for revitalizing the commercial fishing industry in Saskatchewan.

Northern Affairs continues to work closely with SCFCFL and SERM in developing initiatives that will assist in achieving renewal of the commercial fishing industry.

## Northern Business Opportunities Forum

Northern Affairs co-hosted a third successful Northern Business Opportunities Forum in La Ronge in November 1999. Partners for this year's Forum were Methy Construction of La Loche and the Peter Ballantyne Developments Limited Partnership of Pelican Narrows.

The Forum is an annual business conference and trade show designed to support the growth of northern business and employment opportunities. It has four objectives:

- to provide information and seminars of use to northern entrepreneurs;
- to focus on business achievements in the North;
- to raise awareness of future opportunities and challenges; and
- to stimulate new business formation and partnerships with key industry sectors.

The theme of Forum '99 was "Partnering for Profit." The conference focussed on the potential for new and profitable partnerships that could help northern businesses participate in the development of northern resources.

Delegates representing all sectors of the northern economy participated, including mining, forestry, tourism, retail, construction, and the service industry.

The conference paid particular attention to the forest industry, following announcements of a significant expansion in forest operations in Saskatchewan.

Presentations were made by bankers, venture capital corporations, immigrant investment funds, export agencies, federal and provincial agencies, and other potential partners in northern enterprises.

A trade show provided delegates with information on potential funding agencies, training programs, and business opportunities.

As a result of the Forum, several new business alliances have been formed, and delegates gained a new vision of northern business possibilities. The final session, a northern think tank, generated a number of ideas that are helping to guide Northern Affairs' ongoing business development and support planning.

# Resource and Industry Development Division

The Resource and Industry Development Division – formerly the Resource Policy and Program Coordination Division – assists northerners, industry and governments to identify, plan and implement northern resource and industrial developments that afford long-term social and economic benefits in the North.

The Division provides:

- policy advice to government on initiatives and activities that are targeted towards, or may have implications for, the North;
- extensive analysis of northern project proposals and their potential implications for other policy and program initiatives; and
- interdepartmental coordination to encourage increased involvement by northerners in decision-making approaches, and to ensure effective and efficient policy and program delivery in northern Saskatchewan.

During 1999-2000, the Division also continued activity in a number of human services initiatives designed to further promote social development in the north.

## Northern Resource Development

**Mineral Surface Lease Agreements**

During 1999-2000, the Division continued to negotiate and administer surface lease agreements for mines located on Crown land in the Northern Administration District. Surface leases provide the proponent with land tenure and, in the case of uranium mine developments, ensure appropriate provincial regulatory control over environmental protection and worker health and safety. They also address training, employment and other socio-economic benefits for northerners from northern mining operations.

Northern Affairs, in cooperation with Saskatchewan Environment and Resource Management and other provincial departments and agencies, coordinates the preparation and administration of these surface leases. Surface lease administration involves numerous functions:

- preparing property assignments, assignments of interest, and assignments of the lease as collateral security;
- coordinating and processing legal surveys, and partial or full surrenders;
- facilitating the resolution of issues arising among industry, government and the public; and
- ensuring proponent compliance with mineral surface lease obligations.

In 1997, a Joint Federal-Provincial Review Panel on Uranium Developments in Northern Saskatchewan completed its six-year environmental assessment of all aspects of five different uranium mining proposals. Public hearings included meetings in many northern communities.

The first project the Panel recommended for approval was McArthur River. The proponents received both federal and provincial environmental approvals, and in the spring of 1999 a new surface lease was signed.

This surface lease established a benchmark model for the renegotiation of all other northern uranium mine surface leases, and builds on the firm standards already in place for northern uranium operations.

The McArthur River surface lease captures the applicable commitments made by the company and the government during the Panel's review of the project. Reporting requirements by the company have also been strengthened.

For the first time in the history of surface leases, northerners, through their Environmental Quality Committee representatives, were involved in reviewing and providing input into drafts of the new model surface lease and appendices.

The Division continued to administer 14 surface leases for northern uranium, gold, and copper mines in various stages of development from construction through to post-decommissioning monitoring.

These included the Rabbit Lake, Midwest, Cigar Lake, McClean Lake, Cluff Lake, McArthur River, Key Lake and Beaverlodge uranium mines; the Parks Lake Tailings Management Facility at Rabbit Lake; the Contact Lake, Seabee, Jolu and Star Lake gold mines; and the Konuto copper-zinc mine near Denare Beach.

During 1999-2000, administration and negotiation of surface leases included:

- responding to a variety of requests from mining companies, processing Assignments of Interest and other documents, and circulating documents to relevant agencies for review and approval;
- commencing renegotiation of northern mineral surface leases (McClean, Midwest and Cluff Lake);
- preparing a new template for surface leases for non-uranium mines located on Crown land in northern Saskatchewan;
- responding to requests from various agencies, providing advice, preparing briefing notes and correspondence, initiating negotiations, and coordinating Ministerial approval of northern mining projects;
- encouraging, receiving, reviewing and circulating mining companies' annual submissions of Northern Business Reports and Forecasts; and maintaining liaison with colleague departments regarding the monitoring, review, and follow-ups related to the reports and forecasts; and
- preparing documentation necessary to repeal the Jasper Mine Surface Lease Agreement regulations as the lessee had completed decommissioning and reclamation activities and had been released from its obligations.

**Human Resource Development Agreements**

Each mineral surface lease requires the mining company to enter into a separate Human Resource Development Agreement (HRDA) in which the employer commits to efforts to increase the hiring, training, and advancement of northerners and to increase the utilization of northern contractors and businesses.

The goal of each HRDA is to reduce the barriers which otherwise prevent northerners from taking full advantage of the potential for economic and social development associated with mining projects in the North.

Saskatchewan Post-Secondary Education and Skills Training (PSEST) negotiates HRDAs with the mining companies, in consultation with Northern Affairs. The HRDA requires each mine operator to develop a Human Resource Development Plan. This plan is reviewed annually for each project and identifies the employer's strategy for improving northern socio-economic benefits.

During 1999-2000, the Division continued to work with Saskatchewan Post-Secondary Education and Skills Training in the administration of the HRDAs.

**Northern Labour Market Committee**

The Northern Labour Market Committee (NLMC) is the main forum in the North for government, employers, and other agencies to address issues relating to employment, training and economic development. It meets on a quarterly basis.

The NLMC identifies emerging labour market and economic development issues in northern Saskatchewan, and develops recommendations and initiatives to enable northerners to benefit from employment and economic opportunities.

Participation in the NLMC includes: federal, provincial, Aboriginal and municipal governments; Aboriginal and other non-government organizations; training institutes; economic development groups; the forestry, mining, construction, and trucking industries; and related business services.

The Northern Labour Market Committee has several sub-committees, including: the Mineral Sector Steering Committee, the Northern Apprenticeship Committee, the Forestry Training Steering Committee, the Education and Training Sub-Committee, the Gary Tinker Federation Sub-Committee, the Career Services Sub-Committee, the Health Training and Employment Sub-Committee, and four regional training councils.

In 1999-2000, the Deputy Minister of Northern Affairs served as co-chair of the NLMC with representatives of Cameco Corporation and the Metis Nation of Saskatchewan. The Manager of the Northern Mines Monitoring Secretariat continued to represent Northern Affairs on both the Mineral Sector Steering Committee and the Education and Training Sub-Committee.

The NLMC has played a central role in northerners' successes in gaining employment from, and securing contracts tied to, resource developments in the north.

In 1999, in the mining industry alone, northerners employed directly by the mining companies received $21.8 million in wages. Mines in the construction and operating phases spent over $177.5 million on contracts, goods, and services from northern Saskatchewan businesses and joint venture companies (see figure 3).

**Multi-Party Training Plan**

The Multi-Party Training Plan coordinates and funds training for northerners, helping to prepare them for jobs in northern Saskatchewan's mining industry.

During its first five years, 1993-98, the Multi-Party Training Plan provided $13 million in funding and in-kind contributions to support a broad range of training directly or indirectly related to the mineral industry.

The Plan was developed and is implemented by the Mineral Sector Steering Committee of the

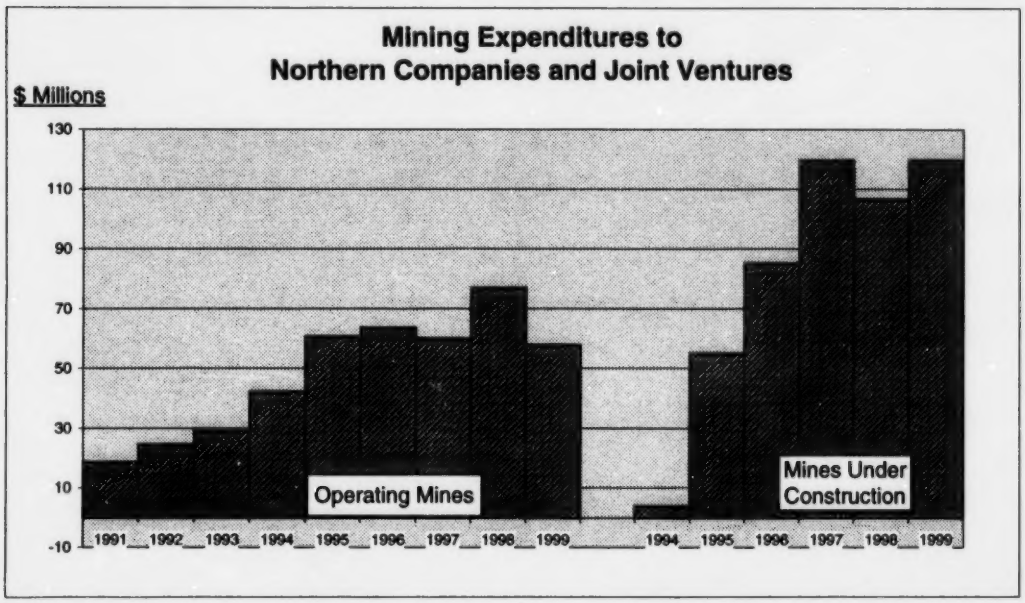



*Figure 3. Value of northern business and joint venture contracts awarded by mining companies operating in northern Saskatchewan, 1991-1999. Expenditures for 1997 have been adjusted from those shown in the 1998-99 Annual Report: total expenditures remain the same, but allocations between operating and construction costs have been revised.*

Northern Labour Market Committee. It was renewed for a second five-year term beginning in 1999. It involves matching northern training programs with the projected employment needs of the mines.

Many northerners gained rewarding careers as a result of training received through the Plan. From 1993 to 2000, it sponsored over 1,600 enrolments in adult education, employment readiness and skills training, including apprenticeship, technical and supervisory training. Most of the training was delivered in the north through Northlands College.

Students of Aboriginal ancestry made up 88 per cent of all enrolments in the Plan's training programs. Thirty-two per cent of the enrolments were female students, mostly of Aboriginal ancestry.

The partners in the Multi-Party Training Plan include:

- the provincial government, including Post-Secondary Education and Skills Training, Economic and Cooperative Development, and Northern Affairs;
- Human Resources Development Canada and Western Economic Diversification;
- four major mining companies: Cameco Corporation, Cogema Resources Incorporated, Cigar Lake Mining Corporation, and Claude Resources;
- Prince Albert Grand Council and Meadow Lake Tribal Council, representing their northern First Nations located in the Northern Administration District;
- four Metis agencies, including Jim Brady, Northcote Metis, Northern Region III Metis, and Methy Pathways; and
- Northlands College.

The current Plan oversees assessment and selection of candidates, pre-employment training, skill training, job training, and ongoing retraining and job advancement. Mining companies participate in the planning process and in the selection of trainees, and hire most of the graduates. Contractors and sub-contractors are also committed to hiring and training northerners as part of the Plan.

The Multi-Party Training Plan has enabled major strides to be made in increasing the number of northerners in the gold and uranium mining industries, and in increasing the skill levels of northerners working at the mines.

In 1999, an average of 955 northerners worked for mining companies and on-site contractors, representing 47.8 per cent of the mining workforce. Eighty-three per cent of these northerners are of Aboriginal ancestry, the highest rate of Aboriginal employment in mining in any region of Canada.

Additional northerners were involved in mining-related employment such as trucking and construction. As well, more than 300 residents of the Creighton-Denare Beach area are employed with the Hudson Bay Mining and Smelting Company based in Flin Flon.

**Peter Ballantyne Cree Nation Churchill River Project**

Late in the year, the Division joined with officials from Crown Investments Corporation, SaskPower, Saskatchewan Energy and Mines, Hudson Bay Mining and Smelting Co. Ltd. and four federal authorities to support the Peter Ballantyne Cree Nation in undertaking a feasibility assessment of additional power production potential on the Churchill River and related regional economic development opportunities within their traditional lands. Results of the assessment are expected in Fall 2000.

The analysis will review the subject of power supplies, a key infrastructure requirement for supporting northern economic development. It will complement other economic analyses with which Northern Affairs is involved under the Northern Strategy.

**Forestry Development**

Building upon work begun in 1998-99 by a partnership of Northern Affairs, Saskatchewan Environment and Resource Management and Saskatchewan Economic and Cooperative

Development, the Premier and Ministers of the above departments announced, in April 1999, a major expansion of the forest industry in Saskatchewan.

With plans to double the size of the industry through private sector investment of over $850 million, twelve facilities were targeted for construction or expansion and were expected to create an estimated 4,000 to 5,000 person years of construction employment and almost 10,000 direct and indirect jobs within the first few years of the new millennium. Planned developments for northern Saskatchewan, include:

- new sawmills at Deschambault Lake and Creighton, and a value-added finger jointing facility in Prince Albert, to be built by Meetoos Forest Products Ltd., a partnership of the Peter Ballantyne Cree Nation and Ainsworth Lumber Ltd. of B.C.;

- a new sawmill and possible value-added manufacturing facilities at La Ronge, to be built by the Lac La Ronge Indian Band and Zelensky Bros. Sawmill, in partnership with a future industrial partner;

- a new sawmill in Beauval and finishing facilities in Green Lake, to be built by Northwest Communities Wood Products, a partnership involving five northwest Metis communities (Beauval, Green Lake, Ile a la Crosse, Patuanak and Pinehouse) and a future industrial partner; and

- a new finger jointing facility to be built by Green Lake Metis Wood Products and an industrial partner.

Led by SERM's Forest Ecosystem and Economic Development Branches, the overall forest economic development strategy is based on several key principles including: ecosystem sustainability, enhanced participation in the industry and in forest management by northern and Aboriginal communities, and expansion of Saskatchewan forest-based manufacturing into value-added markets.

Key for northerners are provisions within the overall plan for development that would also see the Peter Ballantyne Cree Nation, Lac La Ronge Indian Band and Northwest Communities assume shared responsibility, within their respective partnerships, for three new long-term Forest Management Agreements. These would ensure adequate wood supplies for the planned developments, with harvesting taking place in accordance with locally determined priorities.

Work over the course of the year has focused on continued liaison with other provincial and federal departments and agencies to develop specific strategies and action plans concerning: adequate wood supplies, financing requirements, ways and means to facilitate value-added development, research and development, and the promotion of northern business development and employment.

# Northern Program Coordination

**Resource Development Coordination**

During 1999-2000, the Division helped coordinate many aspects of northern resource development.

The Division reviewed and provided input on various policies, programs and strategic initiatives of other departments and agencies relating to the North, including:

- a Discussion Paper prepared by the Task Force on Municipal Legislative Renewal;

- a project proposal for Phase 1 of a Natural Gas Pipeline to La Ronge;

- a draft policy regarding Treaty Land Entitlement Selections in Saskatchewan by Manitoba First Nations;

- a draft of changes to Saskatchewan's gold and base metal royalty structure;

- participation in the provincial government's regulatory reform initiative;

- analyzing and commenting on a draft framework for a Northern Education Indicators Program initiative.

- reviewing a northern municipality's request for the transfer of Provincial Crown land;

- investigating reported public concerns surrounding a long-abandoned mine that was not decommissioned and reclaimed;

- documenting the establishment, evolution and current capitalization of the SaskPower Northern Enterprise Fund; and

- working with SERM to explore options available to manage Crown Land resources for commercial outdoor recreation purposes, such as ecotourism and adventure tourism.

The Division also analysed and commented on several Environmental Impact Statements, including:

- proposed changes to waste rock disposal methodology for the Cigar Lake Project;

- a project proposal submitted by Foran Mining for an underground copper/zinc exploration program near McIlvenna Bay;

- an Environmental Assessment Plan in support of a proposed 5 Year Timber Supply License for Meetoos Forest Products in the Amisk-Atik area; and

- a proposed open pit mining operation at the former Goldfields Site near Uranium City.

The Division maintained membership in a broad range of interdepartmental and multi-stakeholder committees and groups addressing issues and initiatives having potential implications for the North. These included continued participation in the Pasqua-Porcupine, Amisk-Atik, La Ronge and Athabasca Road Corridor land use planning tables. The land use planning process allows for public involvement in the establishment of a plan to best manage the forest for all values and resources.

In liaison with Saskatchewan Environment and Resource Management and Saskatchewan Energy and Mines, the Division continued to assess reclamation and decommissioning obligations associated with the former Gunnar and Lorado uranium mines near Uranium City.

Gunnar and Lorado were privately-owned mines which were not decommissioned following their closure in the 1960s. Although the environmental impacts from these sites are localized, their decommissioning and reclamation is a priority.

With an objective of maximizing northern residents' involvement in the planning and proposed decommissioning processes, the Division continued to support lead departments in their negotiations with the federal government on cost-sharing the decommissioning and reclamation of both sites.

**Remote Telephone Affordability Appeal**

During the year, the Division worked with Saskatchewan Intergovernmental and Aboriginal Affairs, SaskTel and Saskatchewan Economic and Cooperative Development to develop a formal appeal of the federal Canadian Radio-television and Telecommunications Commission's (CRTC) October 1999 decision that rejected Saskatchewan's proposal for the establishment of a national Universal Service Fund. Had the Fund been approved or the appeal upheld, under industry deregulation, the Fund would have protected local telecommunications service providers from having to absorb dramatically increased costs to service rural and remote subscribers.

**Social Development Coordination**

During 1999-2000, the Division supported a number of social development activities having implications for the North, principally through membership in interdepartmental and multi-stakeholder committees and groups.

Participation in the provincial Assistant Deputy Ministers' Forum on Integrated Human Services Delivery enabled ongoing input on service delivery issues and challenges in the North, and into the development of a draft future strategy for the Forum. As well, the Forum presents an important venue in which to encourage human services agencies to work towards integrated social/community plans that address the Northern Strategy's goals and objectives.

Division staff also co-chaired, with Saskatchewan Health, the Northern Regional Intersectoral Committee. Through an evolving 'one window' approach, the Committee helps improve integrated case management delivery

by human services agencies serving the North, and increases northerners' access to various provincial and federal social development funding programs. Members include: provincial human services departments active in the North, three northern school divisions, two northern health districts, the Northern Recreation Coordinating Committee and the Saskatchewan Association of Northern Communities.

## Northern Mines Monitoring Secretariat and Environmental Quality Committees

Northern Affairs established the Northern Mines Monitoring Secretariat (NMMS) and the Environmental Quality Committees (EQCs) in 1994-95 in follow up to the 1993 recommendations of the Joint Federal-Provincial Review Panel on Uranium Mining Developments in Northern Saskatchewan.

Based in La Ronge, the NMMS consists of representatives of all provincial departments having a regulatory or developmental role in the uranium industry in northern Saskatchewan.

During 1999-2000, these departments included: Environmental Protection and Environmental Assessment branches of Environment and Resource Management; Occupational Health and Safety Branch of Labour; Northern Branch of Post-Secondary Education and Skills Training; Northern Health Services Branch of Saskatchewan Health; Metallic Minerals Branch of Energy and Mines; and Northern Municipal Services Branch of Municipal Government. Both the Resource and Industry Development Division and the Economic and Community Development Division of Northern Affairs also have membership on the NMMS.

The Canadian Nuclear Safety Commission (formerly the Atomic Energy Control Board), the federal nuclear regulatory agency, and Indian and Northern Affairs Canada (INAC) also have memberships on the Secretariat. INAC, the most recent member, joined the Secretariat in Spring 1999.

The NMMS is chaired by the Executive Director of the Resource and Industry Development Division. It reviews the work of the EQCs and identifies opportunities for their strengthened involvement in monitoring northern uranium mining.

The NMMS is staffed by a Manager in La Ronge who coordinates and facilitates meetings and workshops for the EQCs, maintains liaison with NMMS member departments and company officials in responding to EQC requests, and provides information to the public.

The EQCs are comprised of representatives of the "impact communities" as defined in the Human Resource Development Agreement negotiated for each uranium mine. Each impact community nominates one primary and up to three alternate representatives for their EQC. Representatives are in place for all six of the Athabasca member communities, 19 South Central communities, and 12 West Side communities. Each EQC has elected a chairperson.

The West Side EQC, chaired by Sandy Rediron of Beauval, is comprised of impact communities identified in the Cluff Lake Mine Human Resource Development Agreement. The South Central EQC, chaired by Gordon Stomp of Air Ronge, represents impact communities associated with the Key Lake and McArthur River mines. The Athabasca EQC, chaired by June MacDonald of Stony Rapids, includes impact communities related to the Rabbit Lake, McClean Lake, Midwest, and Cigar Lake mine projects.

The EQCs facilitate northern communities' communications with government and industry on uranium mining activities, including environmental protection, worker health and safety, and the socio-economic performance of the mining companies.

The NMMS serves as an administrative and financial support structure to the EQCs, providing technical information, coordination, and communication services.

Uranium mining companies have continued to cooperate with and support the NMMS and the EQCs. Nine visits to different northern mine sites were arranged during the year to provide

EQC representatives with first-hand opportunities to monitor companies' operations and to have their communities' concerns and questions addressed.

Other agencies assisting the NMMS and the EQCs with information and research over the course of the year include the University of Saskatchewan and Environment Canada.

**Accomplishments of the Northern Mines Monitoring Secretariat**

During 1999-2000, the Northern Mines Monitoring Secretariat:

- coordinated the planning and carrying-out of a final rehabilitation project for the abandoned Nisto Mine near Black Lake;
- chaired the industry-sponsored Community Vitality Monitoring Partnership Committee, culminating with the issuance of the initiative's first annual report;
- coordinated more than 20 EQC meetings with NMMS member departments, outside agencies and uranium mining companies to explain responsibilities and programs such as monitoring schedules, results of environmental studies related to uranium mining, Environmental Impact Statement (EIS) reviews, and special interest topics such as community vitality;
- communicated the activities of the NMMS and EQCs to the public through an annual report, newsletters, radio, and community meetings;
- expanded its membership to include Indian and Northern Affairs Canada; and
- participated in the development of Saskatchewan's Northern Education Indicators Project – a project based on a provincial model, which is being tailored to the needs of northern Saskatchewan's students and school systems.

Throughout the year, the Manager of the NMMS responded to 14 requests for information and presentations on the NMMS and EQCs, and other Northern Affairs' initiatives related to the mineral industry, from agencies and governments across the country and abroad.

**Accomplishments of the Environmental Quality Committees**

During 1999-2000, the Environmental Quality Committees:

- reviewed, discussed and provided comments on various documents, plans, and programs, including:
  - Environmental Impact Statements for proposed changes to milling locations for Cigar Lake ore;
  - the Cumulative Effects Monitoring Program (CEM), managed by SERM;
  - the goals and objectives of a multi-year Community Vitality Monitoring Partnership; and
  - the design of a Migration Project initiated as a component of the Community Vitality Monitoring Program.
- supported by the NMMS, jointly recommended that government amalgamate the three EQCs into one Northern Saskatchewan Environmental Quality Committee;
- participated in site inspection during the rehabilitation of the abandoned Nisto Mine located near the community of Black Lake;
- toured the sites of six operating or proposed uranium mines in northern Saskatchewan, including meetings with executive staff, mine managers, and other personnel;
- toured the Cluff Lake mine site, and participated in follow-up to the initial Environmental Impact Statement consultations regarding the decommissioning of the Cluff Lake mine;
- reviewed the field component of SERM's Cumulative Effects Monitoring Program, and accompanied NMMS and SERM staff on a sample collection trip;

- participated in presentations to two Athabasca region high schools on the activities of the NMMS and EQCs, and on SERM's CEM initiatives;

- attended workshops on exploration activities, Human Resource Development Agreements, community vitality monitoring, radiation protection, and decommissioning requirements and approaches; and

- attended the Canadian Aboriginal Minerals Association conference in St. John's, Newfoundland, which focussed on Aboriginal involvement in mining, and met with officials of the Government of Newfoundland and Labrador to discuss the structure and operation of the NMMS and EQCs, as well as other Northern Affairs activities related to mining.

# Corporate Services Division

The Corporate Services Division provides Administration, Information Technology and Communications services in support of the activities and mandate of Saskatchewan Northern Affairs. The division also contributes to Northern Affairs' corporate planning and management, including measures in support of the Northern Strategy.

**Communications**

During 1999-2000, a variety of communications materials were produced including three issues of *Northern Focus*, a public newsletter that shares stories of how northern residents, organizations and communities have successfully used provincial government programs. The purpose of the newsletter is to increase awareness and utilization of government programs by northerners. The same objective applies to the radio version of *Northern Focus*, which was initiated in late 1999. The weekly interview feature is heard throughout northern Saskatchewan via the Missinipi Broadcasting Corporation.

Other public communication services provided by the division include preparation of news releases, brochures, the annual report, informational advertising, displays, and audio-visual presentations. A Northern Affairs internet web site is maintained at www.northern.gov.sk.ca. Responses and referrals are provided for inquiries from the media and general public. Internally, communications support includes event coordination, preparation of briefing materials, and speech writing.

**Administration**

Northern Affairs receives administrative support from the Department of Economic and Co-operative Development in Regina for accounts payable, expenditure records, human resource records, and purchasing. A Business Manager in La Ronge coordinates budget preparation and management, personnel recruitment, human resources policy administration, contract administration, local purchasing, payment authorizations and office space requirements.

The Business Manager assists with implementation of the government's Northern Hire and Northern Procurement policies and provides support for local employment equity and management-union committees.

**Information Technology**

The Division's Information Technology Coordinator provides systems support for all Northern Affairs personnel, provides related training, maintains the Northern Affairs web site, and develops specific computer-based program applications as required.

During the year, all personal computers were upgraded to Windows 98 operating systems and Microsoft Office 2000 – providing a common platform for various programs and

ensuring Y2K compliance. Several database programs were developed for internal use to improve tracking of individual Northern Affairs initiatives, mail administration, equipment inventories and distribution lists. The Coordinator worked with a contracted firm to rewrite the Northern Development Fund database program from D-base to a Windows-based application. The program is used for administration of the Fund's loan and grant programs.

**Corporate Management**

The Division provided technical support to the Interim Northern Development Board in cooperation with the Board's Logistics and Communications Coordinator – contracted by Northern Affairs on behalf of the Board.

The Division undertook a number of activities in support of Northern Strateg implementation plans, including:

- participation in administration of the Strategic Opportunities Assessment;
- consideration of options to increase equity investment in northern economic development; and
- drafting roles and operations for the Northern Development Board that would be created as part of the expected Agreement.

As well, during the year, the Division assisted with interdepartmental consultation to discuss the means to coordinate and prioritize provincial government initiatives in support of the Northern Strategy.

# Policy, Planning and Research Division

The Policy, Planning and Research Division was established in January 2000 to address Northern Affairs' expanding role in advocating, monitoring and coordinating provincial government planning, evaluation and programming in the Northern Administration District. Prior to the Division's creation, these responsibilities were handled by the other three divisions.

The Division is primarily responsible for:

- the Northern Strategy Implementation Framework interdepartmental coordination;
- policy analysis and advice to the Minister, Deputy Minister and senior managers;
- leadership and direction in the development and review of policies, legislation, strategies and programs; and
- research and trend analysis.

# Financial Report

| | 1999-00 Estimates | 1999-00 Actuals | Notes |
|---|---|---|---|
| **Northern Programs Management** | | | |
| Minister's Office, Regina | 329,000.00 | 336,099.54 | |
| Deputy Minister's Office, La Ronge | 367,300.00 | 327,829.07 | |
| Special Projects | 60,000.00 | 94,035.38 | |
| Executive Director, Corporate Services | 85,000.00 | 93,898.04 | |
| Communications and Public Information Services | 154,600.00 | 144,254.61 | |
| Northern Database Services | 61,700.00 | 59,189.41 | |
| Business Management Services | 240,900.00 | 273,748.55 | |
| Assistant Deputy Minister | 251,500.00 | 239,138.65 | |
| | 1,550,000.00 | 1,568,193.25 | |
| **Northern Strategy** | | | |
| Administration | 40,000.00 | 26,825.34 | |
| Strategic Opportunities Assessment | 150,000.00 | 160,222.92 | |
| Interim Northern Development Board | 150,000.00 | 146,540.69 | |
| | 340,000.00 | 333,588.95 | |
| **Resource and Industry Development Division** | | | |
| Resource Policy | 204,400.00 | 123,710.75 | |
| Northern Mines Monitoring Secretariat | 98,600.00 | 112,729.25 | |
| Environmental Quality Committees – Athabasca, West Side, South Central | 108,000.00 | 62,283.93 | |
| | 411,000.00 | 298,723.93 | 1 |
| **Economic and Community Development Division** | | | |
| Executive Director | 174,800.00 | 179,134.56 | |
| Northern Review Board | 20,000.00 | 21,916.87 | |
| Northern Business & Community Economic Development | 486,900.00 | 676,946.14 | |
| Northern Programs and Financial Services | 273,300.00 | 362,921.81 | |
| | 955,000.00 | 1,240,919.38 | 2 |
| **Northern Development Fund** | | | |
| NDF Loan Loss Provision | 810,000.00 | 161,157.00 | |
| CREDOs | 480,000.00 | 390,086.45 | |
| Marketing & Research | 250,000.00 | 287,390.78 | |
| Organizational Skill Development | 70,000.00 | 200,392.98 | |
| Youth Entrepreneurship | 50,000.00 | 10,388.41 | |
| Economic Development Projects | 50,000.00 | 10,150.31 | |
| | 1,710,000.00 | 1,059,565.93 | 3 |
| **Commercial Fishing Freight Subsidy and Price Support Program** | 305,000.00 | 300,240.01 | |
| **Saskatchewan Northern Affairs Total** | **5,271,000.00** | **4,801,231.45** | |

## Financial Report Notes

1. Resource and Industry Development Division expenses were less than original estimates primarily because of staff vacancies.

2. Additional expenses were incurred by the Economic and Community Development Division owing, in part, to:
   - creation of a new NDF database program for the management of the loan and grant funds; and
   - completion of a northern Saskatchewan tourism industry development analysis.

3. Northern Development Fund expenses were less than original estimates owing to:
   - a very limited requirement to provide for possible Northern Development Fund loan losses;
   - requirement for only partial-year funding for two of the eight regional CREDOs; and
   - increased funding for Marketing and Research and Organizational Skill Development grants, offset, in part, by limited provision of grants for Youth Entrepreneurship and Economic Development Projects.

# Contact Information

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Northern Development Fund
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Northern Mines Monitoring Secretariat
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